

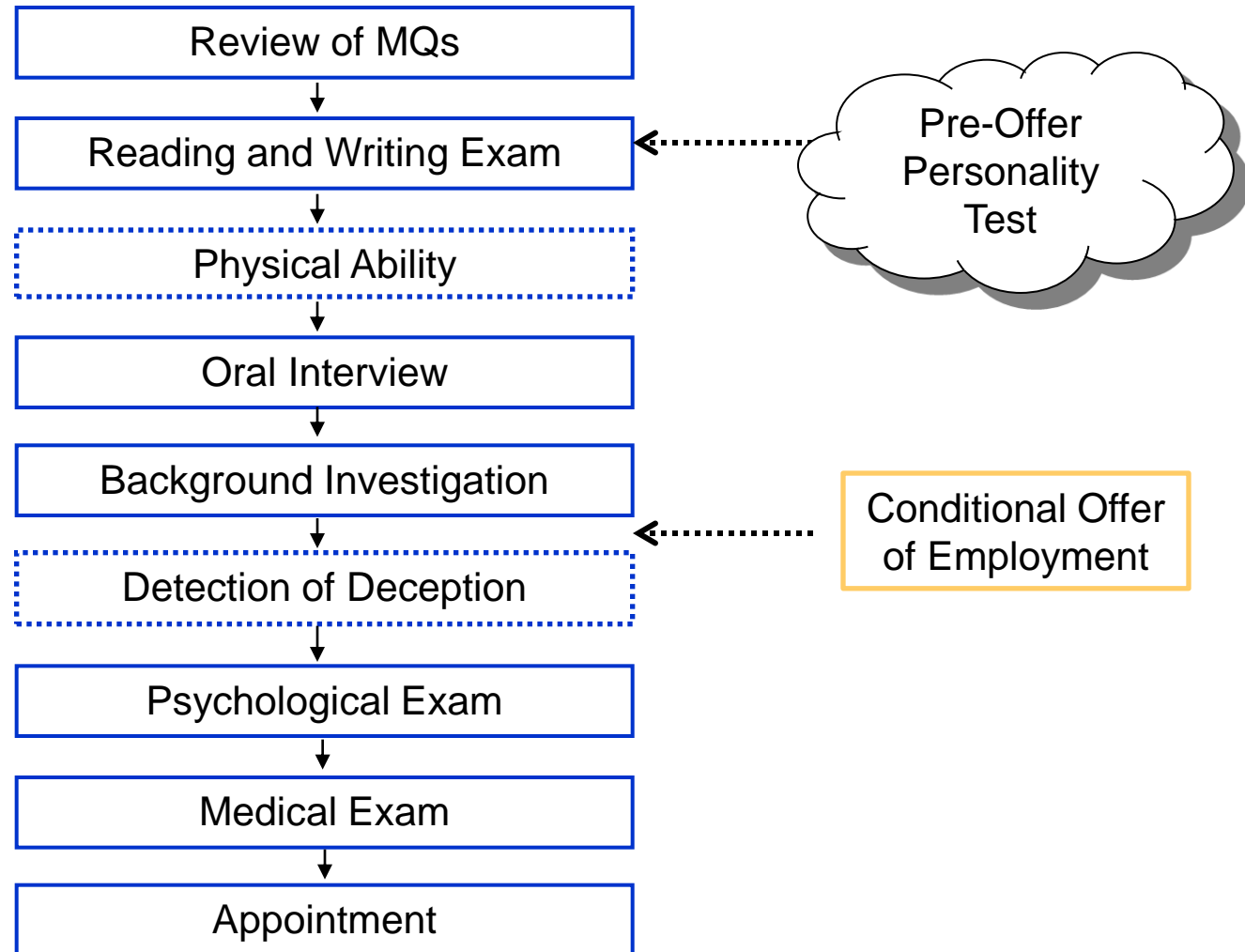
Personality and Psychological Assessment of California Peace Officer Candidates

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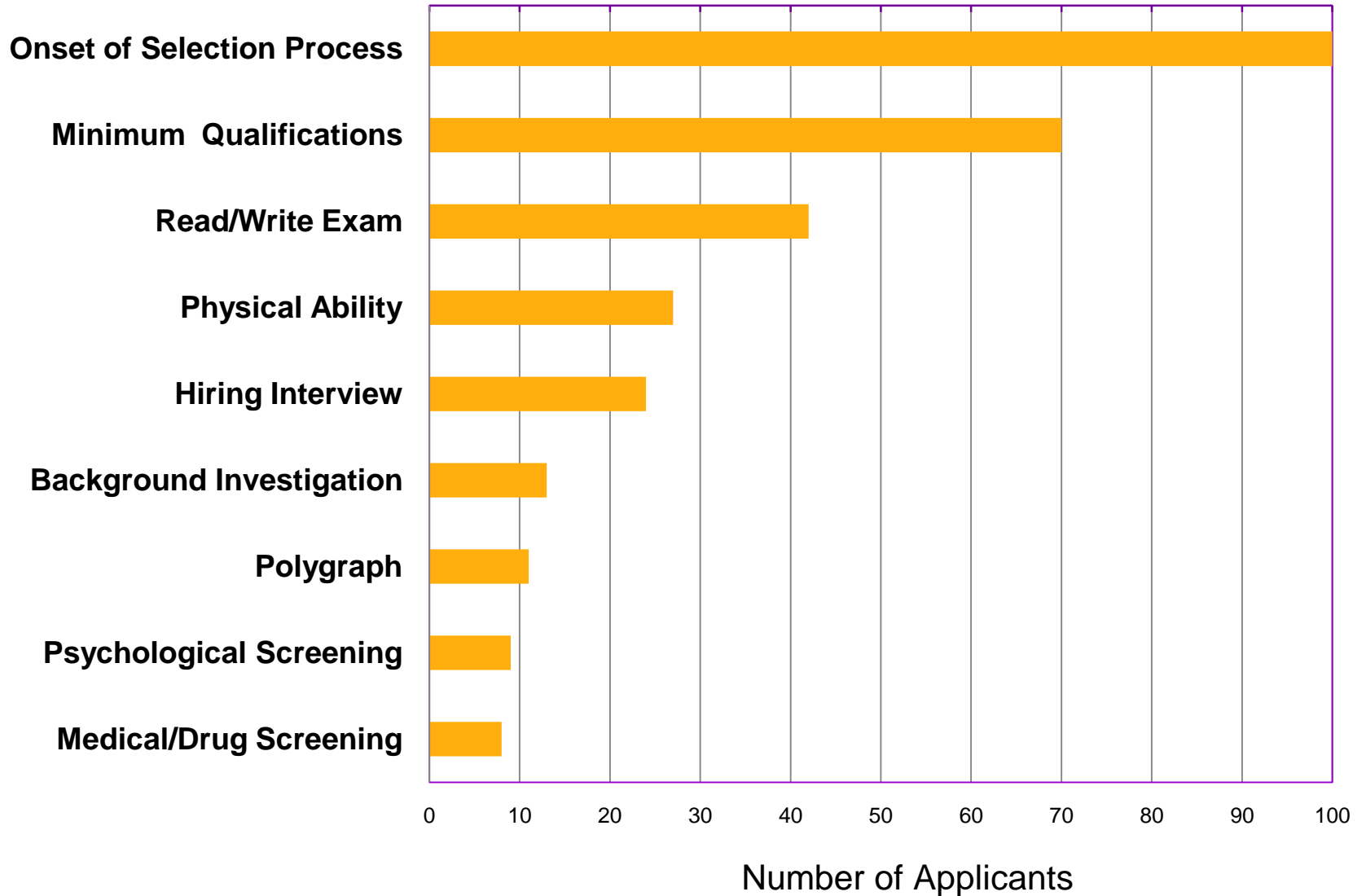


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Peace Officer Standards and Training

Peace Officer Selection Process



Peace Officer Selection Process - Applicant Attrition



POST Background Investigation Areas of Investigation

- Driving Record
- Employment History
- Criminal History
- Relatives/Personal References
- Dissolution of Marriage
- Educational History
- Neighborhood Checks
- Military History
- Credit Record Checks

POST Background Investigation Competencies

I. MORAL CHARACTER

- 1. Integrity**
- 2. Impulse Control/Attention to Safety**
- 3. Substance Abuse and Other Risk-Taking Behavior**

II. HANDLING STRESS AND ADVERSITY

- 4. Stress Tolerance**
- 5. Confronting & Overcoming Problems, Obstacles, and Adversity**

III. WORK HABITS

- 6. Conscientiousness**

IV. INTERACTIONS WITH OTHERS

- 7. Interpersonal Skills**

V. INTELLECTUALLY-BASED ABILITIES

- 8. Decision-Making/Judgment**
- 9. Learning Ability**
- 10. Communication Skills**

Example: Integrity

- Not abusing the system nor using one's position for personal gain...
- Not bending rules or otherwise trying to beat the system
- Not engaging in illegal or immoral activities - either on or off the job

Indicators:

- Deliberately misstating or misrepresenting identifying information or qualifications
- Abuses privileges and benefits of the job (e.g., take-home car, overtime, court time)
- Having an outstanding warrant of arrest at time of application
- Cheating, plagiarism or other forms of academic dishonesty
- Attempting to induce others to give false information
- Commits illegal or immoral activities that would be offensive to contemporary community standards of propriety

Peace Officer Psychological Screening Requirements

“... free from any emotional or mental condition that might adversely affect the exercise of the powers of a peace officer ... ***capable of withstanding the psychological demands of the position.***”

- ✓ Licensed psychologist - 5+ years experience and knowledge of duties, powers, demands, and working conditions
- ✓ Two written assessments - normal and abnormal based
- ✓ Personal History Information
- ✓ Psychological Interview
- ✓ Psychological Records

POST Psychological Screening Competencies

- Social Competence
- Teamwork
- Adaptability-Flexibility
- Conscientiousness-Dependability
- Impulse Control-Attention to Safety
- Integrity-Ethics
- Emotional Regulation & Stress Tolerance
- Decision-Making & Judgment
- Assertiveness-Persuasiveness
- Avoiding Substance Abuse and Other Risk-Taking Behavior

Example: Integrity/Ethics

- Not abusing the system or using one's position for personal gain;
- Not bending rules or otherwise trying to beat the system; and
- Not engaging in illegal or immoral activities – either on or off the job.

Counterproductive Behaviors:

- *Shades the truth, omits facts, makes false or misleading statements...;*
- *Lies, misrepresents and commits perjury;*
- *Uses the badge to solicit gratuities or favors, either on or off-duty;*
- *Tampers with evidence, slants reports and/or provides inaccurate testimony...;*
- *Uses access to confidential information for self-serving purposes;*
- *Uses the position to receive sexual and/or monetary favors*

Most Common Bases for (Post-Offer) Psychological Disqualifications

1. Social Adjustment/Competence
2. Impulse Control/Anger Management
(Spousal/Child Abuse)
3. Emotional Control
4. Conscientiousness/Dependability
5. Defiance of Rules and Authority
6. Integrity
7. Judgment/Decision-Making (Maturity)
8. Substance Abuse
9. Racism/Sexism

Psychopathology < 1%

POST Peace Officer Taxonomies

Background Investigation	Psychological Evaluation
<ul style="list-style-type: none">• Interpersonal Skills	<ul style="list-style-type: none">• Social Competence• Teamwork
<ul style="list-style-type: none">• Confronting and Overcoming Problems, Obstacles & Adversity	<ul style="list-style-type: none">• Assertiveness/Persuasiveness
	<ul style="list-style-type: none">• Adaptability/Flexibility
<ul style="list-style-type: none">• Conscientiousness	<ul style="list-style-type: none">• Conscientiousness
<ul style="list-style-type: none">• Integrity	<ul style="list-style-type: none">• Integrity
<ul style="list-style-type: none">• Stress Tolerance	<ul style="list-style-type: none">• Emotional Regulation/Stress Tolerance
<ul style="list-style-type: none">• Impulse Control/Attention to Safety	<ul style="list-style-type: none">• Impulse Control/Attention to Safety• Substance Abuse and Other Risk-Taking Behavior
<ul style="list-style-type: none">• Decision-Making and Judgment	<ul style="list-style-type: none">• Decision-Making and Judgment
<ul style="list-style-type: none">• Learning Ability	
<ul style="list-style-type: none">• Communication Skills	

POST Meta-Analyses: Conclusions

- Personality scales are useful for predicting a broad range of differential behaviors and criteria for police officers
- Better able to predict job performance than counterproductive work behaviors
- Validities on par or higher than those reported for the Big Five
- Broadest spectrum of criteria predicted best by Conscientiousness/Dependability, Social Competence and Emotional Regulation/Stress Tolerance Scales

Potential Advantages of Pre-Offer Personality Testing

- Incremental validity when combined with reading and writing test
- Save Time and Money
 - Relatively Inexpensive
 - Reduce DQ Rates on Background and/or Psychological
- Reduce Adverse Impact
- Consistent with the ADA's requirement to evaluate everything non-medical prior to the conditional offer of employment.

POST Personality Research

Results and Conclusion

- Job analysis yielded largely same personality competencies as previous studies.
- Personality test data did not predict later background results (however, studies elsewhere have yielded varying results).
- Usefulness will depend on sequencing and use of test in the larger process, (e.g., independent or combined with other scores, pass/fail, rank order).
- Conclusion: Provide guidance, not requirements.

POST Pre-Offer Personality Test Products

- *Pre-Offer Personality Testing in the Selection of Entry-Level California Peace Officers: Technical Report*
- *Pre-Offer Personality Testing in the Selection of Entry-Level California Peace Officers: Resource Guide*
- Pre-Offer Personality Test Information database

Pre-Offer Personality Testing in the Selection of Entry-Level California Peace Officers: Resource Guide

Target audience: law enforcement hiring authorities and administrators

- Overview of state-of-the-art in personality testing for employment
- Results of POST research on personality-based competencies
- Costs and benefits of adding pre-employment personality testing
- Guidelines and criteria for choosing a personality test

Guidelines and Criteria Include

- Test description and intended purpose
- Minimum qualifications to administer/interpret
- Test administration and scoring, costs
- How test results are expressed/reported
- Test norms/Minimum passing scores/Use of results
- Validity/Reliability/Utility and Effectiveness
- Identifying/Controlling response distortion/Impression management
- Relationships with POST Patrol Officer Personality-Based Competencies
- Test-related litigation

Pre-Offer Personality Test Information Database

Criteria for test inclusion:

- Measure omnibus personality characteristics
- Lawful and appropriate for pre-offer administration
- Empirical evidence that test measures attributes related to POST personality-based competencies.

Tests in POST Database: Current Status

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- | | |
|---|---|
| 1. California Psychological Inventory (CPI) [Police and Public Safety Selection Report] | 6. Matrix-Predictive Uniform Law Enforcement Selection Evaluation (M-PULSE) Inventory |
| 2. 16 PF Protective Services Report | 7. Occupational Personality Questionnaire (OPQ) |
| 3. Hilson Background Investigation Inventory – Revised (HBI-R) | 8. Law Enforcement Assessment Battery (LEAB) |
| 4. Hogan Development Survey (HDS) | 9. Work Personality Index |
| 5. Hogan Personality Inventory (HPI) | |
-
- | | |
|---|--|
| ❖ Jackson Personality Inventory (JPI) | • NEO |
| ❖ Six Factor Personality Questionnaire (SFPQ) | • Gordon Personal Profile – Inventory (GPP-I) |
| ❖ Law Enforcement Work Styles Test | • Workplace Personality Inventory (WPI) |
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Preliminary Agency Feedback

Incentives:

- Predicting patterns of behavior missed by current assessments (e.g., hoarding of police reports).
- Providing information to background investigators and psychologists for follow-up
- Ranking candidates for later steps

Disincentives:

- Cost of additional step
- HR concerns about legality
- Satisfaction with current process
- Inertia

Considerations in Use of Pre-Offer Personality Tests

Do your homework. Consider:

- ✓ Current personality-relevant performance problems
- ✓ Management expectations
- ✓ Current workforce statistics
- ✓ Legal, social and practical implication of false positives and negatives.

How will the test be used?

- Select in or screen out?
- Making the initial cut?
- Identifying red flags for further investigation?
- Multiple hurdle or compensatory model?
- Ranking or categorizing individuals?
- “Whole person” approach, or statistical aggregation with other measures?

UC Berkeley's 'holistic' application review sets the standard for system

“...Berkeley calls its admissions process “holistic review.” That means a person – not a computer – read each one of the 53,000 undergraduate applications that came in this year. And it means the university considers more than just grades and test scores when scoring applications....”

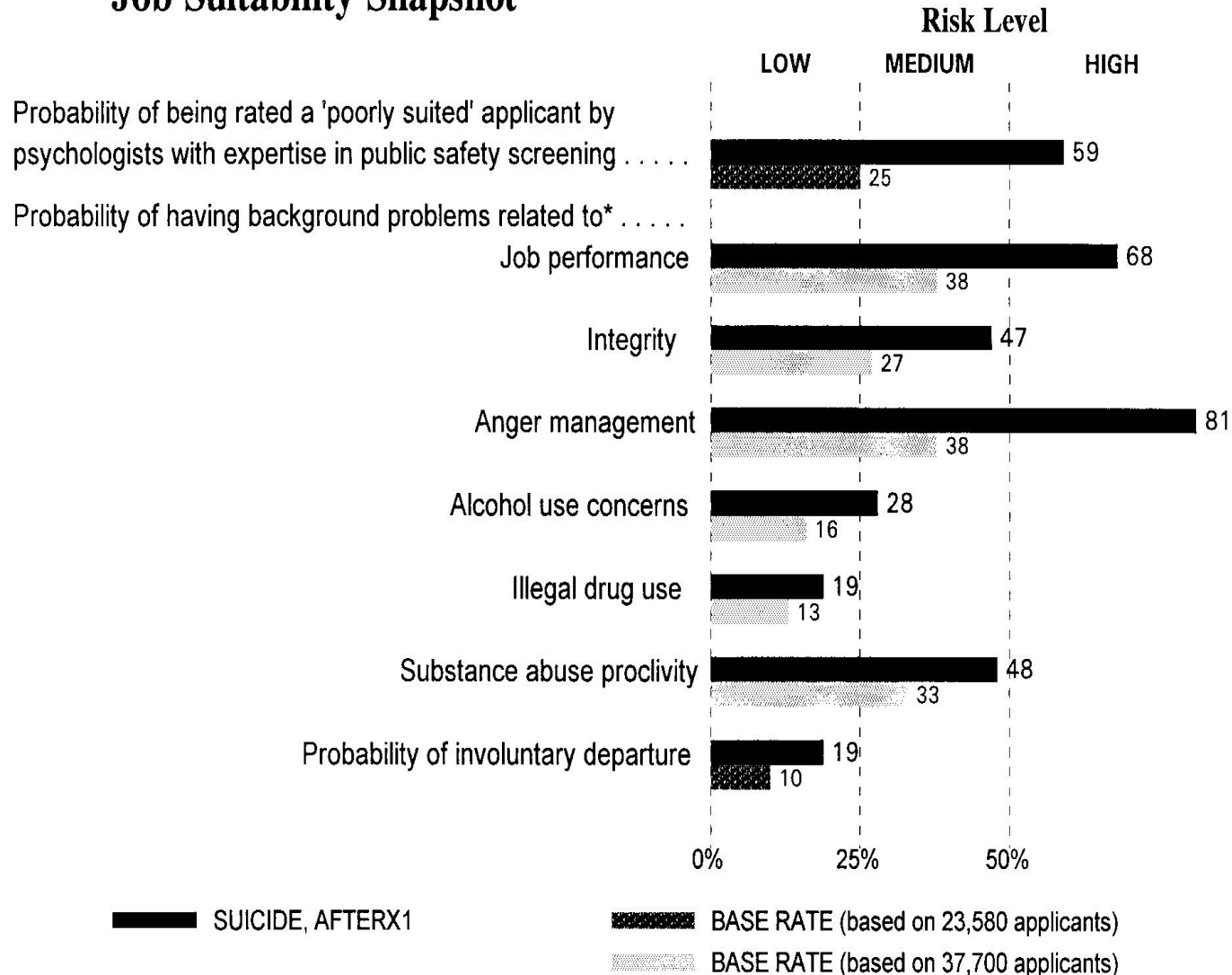
Considerations cont...

- Consider use and usefulness of test in the context of the *entire selection process* - especially background investigations and post-offer psychological evaluations
- Keep in mind that personality assessment has long been the purview of clinical psychologists.
- Your own legal counsel should perform item and test level review (ADA, GINA, privacy, etc)

Considerations cont...

- Validity evidence - and norms - should be specific to the police population and the intended purpose of test.
- Results in the form of risk statistics that estimate the likelihood the police applicants will manifest specific selection-relevant problems/behaviors are preferable.

Job Suitability Snapshot



Relative Risks for MMPI-2 Scales ($T \leq 60$)

MMPI Scale	Criterion	Risk if Elevated	Risk if Not Elevated	Relative Risk
Anti-Social Behavior RC4	Uncooperative towards peers	100%	7.8%	12.9
Anti-Social Behavior RC4	Uncooperative towards Supv.	100%	5.2%	19.3
Cynicism RC3	Citizen Complaints	50%	16.6%	3.0
Cynicism RC3	Inappr. Sexual Att/Behavior	25%	2.6%	3.1

from Sellbom, et al, Crim. Justice & Behavior, (2007)

Resource Documents

- [Commission Regulations 9050-9055](#) (pdf)
- [POST Background Investigation Manual](#)
- [POST Psychological Screening Dimensions](#) (pdf)
- POST Pre-Offer Personality Testing in the Selection of Entry-Level California Peace Officers
 - [Technical Report](#) (pdf)
 - [Resource Guide](#) (pdf)
 - [Database of Test Publishers](#)
- [EEOC \(1995\) ADA Enforcement Guidance: Preemployment Disability-Related Questions and Medical Examinations](#) (pdf)
- [Genetic Information Nondiscrimination Act of 2008 \(GINA\)](#) (pdf)
- [ADA Amendments Act](#)